Minutes of Regular Meeting

The Board of Trustees
Kilgore Junior College District

A Regular Meeting of the Board of Trustees of Kilgore Junior College District was held Monday, June 20, 2016, beginning at 6:30 PM in the McLaurin Administration Building - 2nd Floor with the following members present:

Scott Andrews
Joe Carrington
Lon Ford
Bob Heath
Brian Nutt
Karol Prueitt, Secretary
Cecelia Sanders
James Walker, Vice President
Larry Woodfin, President

I. CALL TO ORDER

   A. Invocation and Pledge of Allegiance

      The meeting was called to order at 6:30pm by Larry Woodfin. Brian Nutt led the invocation and Larry Woodfin led the Pledge of Allegiance to the American Flag.

II. COLLEGE SPOTLIGHTS

   A. Student Spotlight - Alex & Lori Jacobo
      Presenter: Heidi Everett

      Heidi Everett, TRIO Program, introduced sisters Alex & Lori Jacobo for the Student Spotlight.

   B. Employee Spotlight - Chris Gore
      Presenter: Dr. Mike Jenkins

      Dr. Mike Jenkins, Vice President of Student Development, introduced Chris Gore, Admissions & Registrar for the Employee Spotlight.

   C. Program Spotlight - Band Program
      Presenter: Glenn Wells

      Glenn Wells, Director of Bands, gave a brief report of the KC Ranger Band.
      - Largest Drum Major Camp this year
      - Upcoming band looks to be the largest KC Ranger Band
      - Lots of recruiting happening in area High Schools
III. CITIZEN COMMENTS

Mr. Bob Florence voiced concerns regarding the demolition of the Kilgore Heights facility.

IV. STUDENT LEARNING & SUCCESS DATA

A. Developmental Math Completion
   Presenter: Dr. Staci Martin, Vice President of Institutional Planning

   Developmental Math Completion:
   - Material covered at an individualized pace instead of lecture-driven approach.
   - Courses divided into smaller portions of material or modules
   - Students watch short video, followed by homework problems; assistance by math faculty

   What is Modular Math:
   - If a student finishes a course early, student can start working on the modules for the next course.
   - If a student does not finish the course by the end of the semester, student receives an "IP" grade, registers for the course again, and does not have to start all over

   Modular Math Development/Success
   - Developed by committee of developmental math faculty in Fall 2011
   - Piloted in Spring 2012 (118 students; 6 sections)
   - Gradually scaled up since Fall 2012
   - By Fall 2015:
     - 74% of developmental courses offered as modular
     - 435 students in Fall 2015
     - 322 Students in Spring 2016
     - 68% success rate compared to 48% traditional

V. CONSENT AGENDA

A. To consider approving the minutes of the May 9, 2016 regular board meeting and the June 9, 2016 Strategic Planning Workshop

B. To consider approval of personnel items submitted as follows:

1. Recommendation to accept employee resignation as follows:
   a. Police Officer, effective May 13, 2016 after one year of service
   b. Graphics Designer & Campus Photographer, effective June 10, 2016 after five years and eleven months of service
   c. Controller, effective June 10, 2016 after one year and one month of service
   d. Chemistry Instructor, effective August 31, 2016 after six years of service

2. Recommendation to accept employee retirement as follows:
   a. Cisco/Networking Instructor, effective August 31, 2016 after twenty-eight years and seven months of service
   b. Business Instructor, effective August 31, 2016
   c. Assistant Manager-ETOM, effective August 31, 2016
d. Early Childhood Teacher, effective August 31, 2016

e. Early Childhood Teacher, effective August 31, 2016

f. Lead Accounts Payable Specialist, effective August 31, 2016 after eleven years of service

g. Associate Degree Nursing Instructor, effective August 31, 2016 after twelve years of service

h. Director of Financial Aid, effective August 31, 2016 after twenty-seven years and three months of service

3. Recommendation for non-renewal of employment contract as follows:
   a. Demo Farm Manager, effective August 31, 2016
   b. Biology Instructor, effective August 31, 2016
   c. Child Development Instructor & ECC Director, effective August 31, 2016

4. Recommendation to terminate employment as follows:
   a. Administrative Coordinator - SBDC, effective May 16, 2016 after eleven months of service
   b. Support Specialist - ECC, effective August 31, 2016
   c. Assistant Demo Farm Manager, effective August 31, 2016

5. Recommendation to change employment as follows:

6. Recommendation for employment as follows:
   a. Adult Education & Literacy Instructor, KC-Longview, effective May 16, 2016
   b. Database Administrator, Information Technology, effective June 6, 2016

c. Physics Instructor, Math, Science & Health Sciences, effective September 1, 2016
   d. Department Chair & Music Instructor, Liberal & Fine Arts, effective September 1, 2016
   e. English Instructor, Liberal & Fine Arts, effective September 1, 2016
   g. Programmer/Analyst, Information Technology, effective June 27, 2016

Scott Andrews made the motion to approve the consent agenda as presented. James Walker seconded the motion. The motion passed unanimously.

Personnel Agenda on next page
Personnel Agenda

Kilgore Junior College District
Personnel Agenda
June 20, 2016

1. Recommendation to accept employee resignations as follows:
   A. Mr. Brian Froiseth, Police Officer, effective May 13, 2016 after one year of service
   B. Mr. Jon Vashey, Graphics Designer & Campus Photographer, effective June 10, 2016 after five years and eleven months of service
   C. Mr. Paroo Mueglic, Controller, effective June 10, 2016 after one year and one month of service
   D. Ms. Jennifer Belew, Chemistry Instructor, effective August 31, 2016 after six years of service

2. Recommendation to accept employee retirement as follows:
   A. Mr. Chris Marshall, Cisco/Networking Instructor, effective August 31, 2016 after twenty-eight years and seven months of service
   B. Mr. Hugh Wink, Business Instructor, effective August 31, 2016 after thirty-nine years of service
   C. Ms. Sara Lugeanbeal, Assistant Manager-ETOM, effective August 31, 2016 after twenty-two years and seven months of service
   D. Ms. Dora Owens, Early Childhood Teacher, effective August 31, 2016 after nineteen years and ten months of service
   E. Ms. Deborah Muklewicz, Early Childhood Teacher, effective August 31, 2016 after eighteen years of service
   F. Ms. Nancy King, Lead Accounts Payable Specialist, effective August 31, 2016 after eleven years of service
   G. Ms. Donna Evans, Associate Degree Nursing Instructor, effective August 31, 2016 after twelve years of service
   H. Ms. Annette Morgan, Director of Financial Aid, effective August 31, 2016 after twenty-seven years and three months of service

3. Recommendation for non-renewal of employment contracts as follows:
   A. Mr. Dustin Law, Demo Farm Manager, effective August 31, 2016

Personnel Agenda cont. on next page
Personnel Agenda cont.

B. Mr. Karl Steddom, Biology Instructor, effective August 31, 2016

C. Ms. Katie Moses, Child Development Instructor & ECC Director, effective August 31, 2016

4. Recommendation to terminate employment as follows:

A. Mr. Jeff Bock, Administrative Coordinator - SBDC, effective May 16, 2016, after eleven months of service

B. Ms. Janet Baxter, Support Specialist-ECC, effective August 31, 2016

C. Mr. Scott Snowden, Assistant Demo Farm Manager, effective August 31, 2016

5. Recommendation to change employment as follows:

A. Name: Chris Jones

   Old Position: Systems Support Specialist

   New Position: Systems Administrator, Domain/Server Support

   Effective Date: May 16, 2016

   Salary: $1,865 per pay period which is equivalent to a 12 month salary of $44,760

6. Recommendation for employment as follows:

A. Name: Ms. Scotti Wood

   Position: Adult Education & Literacy Instructor

   Location: KC – Longview

   Education:
   Master of Arts
   Amberton University
   Garland, Texas
   Master of Education
   Texas A&M – Commerce
   Commerce, Texas

Personnel Agenda cont. on next page
Personnel Agenda cont.

| Experience: | Bachelor of Arts  
Southern Methodist University  
Dallas, Texas |
|-------------|---------------------------------------------------------------|
|             | Associate Professor  
University of Phoenix  
Phoenix, Arizona; 2011-2013 |
|             | Adjunct Psychology Instructor  
Tyler Jr. College  
Tyler, Texas; 2012-2015 |
|             | Lifestyle Navigator  
Good Shepherd Medical Center  
Longview, Texas; 2011 |
|             | Student Support Administrator  
Sabine ISD  
Gladewater, Texas; 2006-2009  
Head Women's Basketball Coach  
Kilgore College  
Kilgore, Texas; 1998-2003 |
| Effective Date: | May 16, 2016 |
| Salary: | $1,410.79 per pay period which is equivalent to a 12 month salary of $33,859 |
| Note: | Ms. Wood replaces Ms. Althea Richardson who retired |

B. Name: Mr. Bradley Keiser

Position: Database Administrator

Location: Information Technology

Education:
Bachelor of Arts  
Columbia College  
Columbia, Missouri

Experience:
Database Administrator  
City of Longview  
Longview, Texas; 2007-2016

Personnel Agenda cont. on next page
| Effective Date: | GIS Specialist II  
East Texas Council of Governments  
Kilgore, Texas; 2004-2006 |
|---------------|----------------------------------------------------------|
| Salary:       | June 6, 2016  
$2,708.33 per pay period which is  
equivalent to a 12 month salary of  
$65,000 |
| Note:         | This is a new position |

**C. Name:**  
Dr. Joseph Kirchhoff

**Position:**  
Physics Instructor

**Location:**  
Math, Science & Health Sciences

**Education:**  
Doctorate, Experimental Physics  
University of Missouri-Rolla  
Rolla, Missouri  
Master of Science  
University of Missouri-Rolla  
Rolla, Missouri  
Bachelor of Science  
Northwest Missouri State University  
Maryville, Missouri

**Experience:**  
Teacher  
Pine Tree ISD  
Longview, Texas; 2006-2016  
Adjunct Instructor  
Clark College  
Vancouver, Washington  
Post Graduate Researcher  
University of North Texas  
Denton, Texas

**Effective Date:**  
September 1, 2016
### Personnel Agenda cont.

<table>
<thead>
<tr>
<th><strong>Salary:</strong></th>
<th>$1,941.66 per pay period which is equivalent to a 9 month contract of $46,600</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Note:</strong></td>
<td>Dr. Kirchhoff replaces Dr. Jerry Fuller who retired</td>
</tr>
<tr>
<td><strong>D. Name:</strong></td>
<td>Dr. Mary Heiden</td>
</tr>
<tr>
<td><strong>Position:</strong></td>
<td>Department Chair &amp; Music Instructor</td>
</tr>
<tr>
<td><strong>Location:</strong></td>
<td>Liberal &amp; Fine Arts</td>
</tr>
</tbody>
</table>
| **Education:** | Doctorate, Musicology  
U of North Texas  
Denton, Texas |
|             | Master of Arts  
S F Austin State University  
Nacogdoches, Texas |
|             | Bachelor of Music in Performance  
Lawrence University Conservatory  
Appleton, Wisconsin |
| **Experience:** | Adjunct Instructor  
W College  
Weatherford, Texas; 2014-2016  
W College  
Weatherford, Texas; 2013-2015  
Music Instructor  
U of North Texas  
Denton, Texas; 2003-2013  
Music Instructor  
K College  
Kilgore, Texas; 1992-2002 |
| **Effective Date:** | September 1, 2016 |

Personnel Agenda cont. on next page
### Personnel Agenda cont.

<table>
<thead>
<tr>
<th>Salary:</th>
<th>$2,733.33 per pay period which is equivalent to a 10.5 month contract of $65,600</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note:</td>
<td>Dr. Heiden replaces Ms. Jeanne Johnson who is retiring</td>
</tr>
</tbody>
</table>

**E. Name:** Ms. Heather Fitch  
**Position:** English Instructor  
**Location:** Liberal & Fine Arts  
**Education:**  
- Master of Arts  
- **Texas A&M – Commerce**  
- Commerce, Texas  
- Bachelor of Arts  
- **Texas A&M – Commerce**  
- Commerce, Texas  

**Experience:**  
- Adjunct Instructor  
- **Kilgore College**  
- Kilgore, Texas; 2015-2016  
- Assistant Teacher  
- **Texas A&M – Commerce**  
- Commerce, Texas; 2015-2016  
- Teacher Assistant  
- **Texas Tech University**  
- Lubbock, Texas; 2013-2014

**Effective Date:** September 1, 2016

**Salary:** $1,766.66 per pay period which is equivalent to a 9 month contract of $42,400

**Note:** Ms. Fitch replaces Ms. Gwen Winters who resigned

**F. Name:** Mr. Larry Brooks  
**Position:** Report Writer

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<table>
<thead>
<tr>
<th><strong>Location:</strong></th>
<th>Information Technology</th>
</tr>
</thead>
</table>
| **Education:** | Bachelor of Science  
Texas A&M Commerce  
Commerce, Texas |
| **Experience:** | Manager IT  
TGI Fridays  
Carrollton, Texas; 1991-2014 |
| **Effective Date:** | June 20, 2016 |
| **Salary:** | $2,291.67 per pay period which is equivalent to a 12 month salary of $55,000 |
| **Note:** | This is a new position |

| **G. Name:** | Mr. Eric Leija |
| **Position:** | Programmer/Analyst |
| **Location:** | Information Technology |
| **Education:** | Bachelor of Science  
Texas Woman's University  
Denton, Texas |
| **Experience:** | Operations Manager  
Tarrant County Elections  
Fort Worth, Texas; 2012-2016  
Technical Operations Manager  
Denton County Elections  
Denton, Texas; 2011 – 2013 |
| **Effective Date:** | June 27, 2016 |
| **Salary:** | $2,645.83 per pay period which is equivalent to a 12 month salary of $63,500 |
| **Note:** | Mr. Leija replaces Ray Jackson who resigned |
VI. EXECUTIVE SESSION

Adjournment to executive session pursuant to Texas Government Code Sections 551.071 - 551.084, the Open Meetings Act, for the following purposes:

"The Board has adjourned to executive session at 6:58 p.m. on June 20, 2016."

PERSONNEL: (Government Code 551.074)

LEGAL: (Government Code 551.071)

Consult with attorney on pending litigation.

REAL ESTATE: (Government Code 551.072)

RECONVENING IN OPEN MEETING

"The Board has reconvened in open session at 7:15 p.m. on June 20, 2016."

If, during the course of the meeting covered by this notice, the board should determine that a closed or executive meeting or session of the board should be held or is required in relation to any item included in this notice, then such closed or executive meeting or session as authorized by section 551.001 et seq. of the Texas Government Code (the open meetings act) will be held by the board at that date, hour and place given in this notice or as soon after the commencement of the meeting covered by this notice as the board may conveniently meet in such closed or executive meeting or session concerning any and all subjects and for any and all purposes permitted by sections 551.071-551.084, inclusive, of the open meetings act.

Should any final action, final decision, or final vote be required in the opinion of the board with regard to any matter considered in such closed or executive meeting or session, then such final action, final decision, or final vote shall be at either:
   a. the open meeting covered by this notice upon the reconvening of this public meeting, or
   b. at a subsequent public meeting of the board upon notice thereof, as the board shall determine.

No vote was taken in Executive Session.

VII. ACTION ITEMS

A. To consider payment of legal fees for services rendered

Joe Carrington made the motion to accept Action Item A as presented. Karol Pruett seconded the motion. The motion passed unanimously.
B. To consider authorizing administration to accept a bid for the demolition of the Kilgore Heights Building - *Exhibit #1*

Presenter: Duane McNaney

Brian Nutt made the motion to accept Action Item B, with alternates 2-7, as presented. Cecelia Sanders seconded the motion. After some discussion the motion passed unanimously.

*Exhibit #1*

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**Memo**

To: Kilgore College Board of Trustees  
From: Duane J. McNaney, CPA  
CC: Dr. Brenda Kays  
Date: 6/16/2016  
Re: Demolition of Kilgore Heights

Kilgore College advertised for bids on May 26th and 29th, had a mandatory pre-bid meeting on the June 1st and received bids for the demolition of Kilgore Heights on June 14, 2016. There were eight contractors at the pre-bid meeting. We received three bids; only two could be qualified.

<table>
<thead>
<tr>
<th>Contractor</th>
<th>American Safety &amp; Environmental*</th>
<th>K-K Mobbs, Inc</th>
<th>Lloyd Nabors Demolition, LLC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognized Addenda</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Bid bond</td>
<td>Not Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Base Bid</td>
<td>119,850</td>
<td>143,525</td>
<td>187,000</td>
</tr>
<tr>
<td>1. Salvage architectural features</td>
<td>2,000</td>
<td>3,400</td>
<td>25,000</td>
</tr>
<tr>
<td>2. Mechanical room basement</td>
<td>15,000</td>
<td>3,500</td>
<td>12,000</td>
</tr>
<tr>
<td>3. 500 bricks</td>
<td>0</td>
<td>700</td>
<td>1,000</td>
</tr>
<tr>
<td>4. Concrete piers &gt; 4ft (500lf est.)</td>
<td>6,000</td>
<td>2,000</td>
<td>5,000</td>
</tr>
<tr>
<td>5. General fill (2126 cubic est.)</td>
<td>10,630</td>
<td>25,252</td>
<td>53,150</td>
</tr>
<tr>
<td>6. Top soil (1063 cubic est.)</td>
<td>8,504</td>
<td>12,756</td>
<td>37,205</td>
</tr>
<tr>
<td>7. Covered walkway</td>
<td>2,500</td>
<td>2,500</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>164,484</strong></td>
<td><strong>193,893</strong></td>
<td><strong>335,355</strong></td>
</tr>
</tbody>
</table>

*Bid was disqualified

Administration recommends accepting the Base bid of $143,525 and all seven Alternates from K-K Mobbs, Inc.  
**Note:** Alternates 4, 5, and 6 could be variable based on actual work performed. This company has performed other work at Kilgore College and we have been satisfied with the completed project.
C. To consider authorizing administration to accept a proposal for the construction of the Kilgore Commons Softball Field - Exhibit #2

Presenter: Duane McNaney

Karol Pruett made the motion to accept Action Item C as presented. James Walker seconded the motion. After some discussion the motion passed unanimously.

Exhibit #2

Duane J. McNaney, CPA
Vice President of Finance and CFO
(903) 983-8107 (v)
(903) 988-7443 (f)

Memo

To: Kilgore College Board of Trustees
From: Duane J. McNaney, CPA
CC: Dr. Brenda Kays
Date: 6/13/16
Re: KC Softball Field

Kilgore College advertised for proposal on May 13th and 15th; had a pre-proposal meeting on the 23rd and received proposals/quotes for the construction of Phase I of a softball field June 7, 2016. There were two contractors at the pre-proposal meeting. We only received one proposal.

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Base Proposal</th>
<th>Option 1</th>
<th>Option 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-K Mobbs Construction, Inc.</td>
<td>100,627.30</td>
<td>23,500.00</td>
<td>19,750.00</td>
<td>143,877.30</td>
</tr>
</tbody>
</table>

Option 1 included a 30" brick pony wall with netting as opposed to chain link fencing for backstop area. Option 2 included upgrading to a black vinyl coated fencing.

Administration recommends accepting the proposal from K-K Mobbs Construction, Inc. for the Base Proposal of $100,627.30. This Company has done other work at Kilgore College and we have been satisfied with the completed project.
VIII. ADMINISTRATIVE DISCUSSION ITEMS

A. Budget Reports
   Presenter: Duane McNancy

   Duane McNancy was available to answer any questions.

B. New Department of Labor Overtime Rules
   Presenter: Tony Johnson

   Department of Labor’s New Overtime Rule

   1.) In 2014, President Obama signed a Presidential Memorandum directing the Department of Labor to update the regulations defining which white collar workers are protected by the Fair Labor Standard Act’s minimum wage and overtime standards.

   2.) On May 18, 2016, President Obama and Secretary Perez announced the publication of the Department of Labor’s final rule updating the overtime regulations, which will automatically extend overtime pay protections to over 4 million workers within the first year of implementation.

   3.) The salary threshold was increased from $23,660 to $47,476, increasing it by more than two times.

   4.) The new overtime rules will go into effect on December 1, 2016

   5.) Kilgore College has thirty-six (36) employees who now fall below the new salary threshold, making them non-exempt employees and eligible for overtime pay.

   6.) Each Vice President has been asked to go back and look at those employees who now fall under this new salary threshold and do a time study on how much overtime do these employees currently work and how that would affect the bottom line.

   7.) In response to the new overtime rule we have four (4) options in dealing with those affected. Those options are: Pay time and a half for overtime worked; raise worker’s salaries above the new threshold; limit worker’s hours to 40 hours per week; or, some combination of the above

   8.) The Department of Labor has established a mechanism for automatically updating the salary and compensation levels every three years. The next update will be January 1, 2020.

Currently exempt are those employees who are employed in an executive, administrative or professional capacity. A number of the current employee who fall below the new salary threshold are considered professional employees.

The employee’s primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment.
IX. BOARD MEMBER COMMENTS
A. CCATT Conference in San Antonio
   Presenter: Joe Carrington

Community College Association of Texas Trustees
2016 Annual Conference
Advancing Student Success in Texas

There are 50 Community Colleges in the State of Texas

Effective Boards:
- Support a culture of inquiry, evidence, and accountability
- Approve a strategic plan with student success at the core
- Approve goals for student success and equity
- Monitor key performance indicators
- Expect to receive a limited set of clear priorities (3-5) to improve student success
- Ask tough questions about progression of student success
- Create the culture within which the CEO can engage in needed courageous conversations
- Approve the allocation/reallocation of resources to support the student success agenda
- Expect a relentless focus on the student success agenda
- Consider evidence-based changes in policy affecting student success

84th Legislative Session: State Budget
- Overall State Spending Increased
  - 2.9% ($5,802 billion in All Funds)
  - However, $1.2 billion in Tax Cuts - mostly tax swap for property tax reduction by increasing Homestead exemption
- Higher Education Over All Spending Increased
  - 7.9% (+$1.46 billion – mostly General Revenue)
  - Community Colleges: -1.4% decrease
  - General Academics: 7.6% increase
  - Health Related Institutions: 8.4% increase
  - Tuition Revenue Bonds: $250 million in state funding ($3.1 billion in Bonds)
  - Overall State Student Financial Aid Programs: 4.9% increase

State Budget: Community Colleges
- Total: Budget 2014-15 - $1,769,860,070; Introduced Base Bill - $1,690,955,352; Final Budget 2016-17 - $1,745,647,151
- -4.5% from 2014-15 and -1.4% from 2014-15

State Budget & Economy: 85th Session Budget Constraints
- More than $9 billion less available in revenue for 85th Legislature
- Public School Costs
- Increases in Medicaid caseload growth
- Outstanding Tax Sales Lawsuits
- Further Slowing of the State’s Economy
Community College “Ask for the 85th Legislature
  • Core Operations: $50,000,000 (same as 2016-17
  • Student Success: $186,621,616 ($17 million increase from 2016-17)
  • Instruction: $1,705,262,397 ($183 million increase from 2016-17)
Total Additional Revenue Request of Texas Community Colleges: $200,200,000

B. Board Officer Elections
  Presenter: Karol Pruett

Karol Pruett asked the Board of Trustees to begin thinking about how to handle board officer elections following the May 2017 Board of Trustees Election. In the past, the committee to select officers consisted of the most recent 3 past presidents of the board. Following the May 2015 election, we did not have 3 past presidents on the Board. Hence, the officers were chosen by nominations and then individual voting with board members assigning a number ranking candidate preference. She asked the board if they would like an Ad Hoc Committee to be appointed by the chair, to bring back a slate of officer nominations to the board for consideration. It was noted that the next board president should have experience as an officer. She asked the Board to email her with any suggestions once they have had time to think about how to handle officer elections moving forward. Karol Pruett will create a document for board review and discussion during the next board meeting.

X. ADJOURNMENT

Larry Woodfin adjourned the meeting at 7:57 p.m.

Respectfully submitted,

Nancy Law
Nancy Law, Recording Secretary
Kilgore College Board of Trustees

Larry Woodfin
President of the Board

Karol Pruett
Secretary of the Board

June 20, 2016 Minutes